

# CPS HR CONSULTING

## STATEMENT OF WORK NO. 3

### Written Examinations for the Lexington Division of Police

This Statement of Work ("SOW"), effective May 17, 2012 ("Effective Date") is issued under and subject to all of the terms and conditions of the Master Consulting Services Agreement, (the "Agreement"), dated as of June 23, 2008 by and between Cooperative Personnel Services, dba **CPS HR Consulting**, a California Joint Powers Authority ("CPS") with offices at 241 Lathrop Way, Sacramento, CA 95815 and **Lexington-Fayette Urban County Government** ("Client") with offices at 200 E Main, Lexington, KY 40507.

Any modifications specified in this SOW shall be applicable only to the parties hereto and shall not affect the Agreement or any other agreement. All changes to this SOW must be mutually agreed to and executed in writing by duly authorized representatives of both parties as an amendment to this SOW.

Capitalized terms used herein shall have the meanings ascribed to them in the Agreement.


1. **SERVICES:** The services to be provided are identified in Attachment "A."
2. **CLIENT RESPONSIBILITIES:**
  - a. Client must timely perform all those Client roles and responsibilities set forth in this SOW. Successful completion of this project within the time specified depends largely upon an effective working relationship between Client and CPS project staff. Client's Project Representative will be responsible for the following activities:
    1. Coordinating all meeting schedules, conference calls, facilities and equipment needs
    2. Coordinating interview schedules and facilities and distributing project update information as needed
  - b. Any work products developed during the activities described above will be submitted to Client's Project Representative for review, comment and/or approval. This is a critical step to ensure accurate, reliable, and valid products.
3. **START DATE:** May 17, 2012
4. **COMPLETION DATE:** September 1, 2012
5. **CPS PROJECT MANAGER:** Niki Polk                      Phone Number: (404) 931-1472
6. **CLIENT MANAGER:** Paula Williams                      Phone Number: (859) 258-3055
7. **BUSINESS EXPENSES:** Shipping and Handling will be billed at cost
8. **SERVICE FEES:** Fees will be charged as outlined in pricing proposal included in Attachment A.
  - a. All Services provided to Client by CPS hereunder are priced on a **FIXED PRICE** basis. All amounts are based upon the following assumptions. Any deviations from the following assumptions may result in an increase in the Fees: (i) Client will timely perform its responsibilities as set forth in this SOW; and (ii) Services will normally be performed during normal business hours, Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding CPS holidays ("Normal Business Hours").
  - b. CPS will invoice Client at a fixed fee rate as described in Attachment "A," including expenses, billed upon completion. Client will pay CPS within thirty (30) days following receipt and approval of a proper consultant invoice. Shipping and Handling fees are not included and will be billed at cost.

- 9. In the event the project is terminated early, CPS will be paid such amount as is due for professional services performed and out-of-pocket expenses incurred up to and including the effective date of termination.
- 10. This SOW covers work requested and performed prior to the commencement of this SOW.

**EACH PARTY ACKNOWLEDGES THAT IT HAS READ THIS SOW, UNDERSTANDS IT, AND AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.**

**Cooperative Personnel Services dba  
CPS Human Resource Services,  
A California Joint Powers Authority**

**Lexington-Fayette Urban County Government**

By:   
Authorized Signature

By: \_\_\_\_\_  
Authorized Signature

Name: GERALD GREENWELL

Name: \_\_\_\_\_

Title: CHIEF EXECUTIVE OFFICER

Title: \_\_\_\_\_

Date: 06-01-2012

Date: \_\_\_\_\_

## Attachment A

### Scope of Services

#### Select Examination Materials

There will be a timed (no more than two hours), written, multiple-choice examination consisting of 100 questions created as part of this project for the ranks of Sergeant and Lieutenant within the Lexington Division of Police (Division). CPS HR staff can consult with a panel of subject matter experts (SMEs) within the Lexington-Fayette Urban County Government (County) and Division to finalize a reading list to be used by candidates for preparation for each written test and to be used as the basis for the development of each written test (in accordance with the applicable exam plan based on job analysis data). CPS HR will work with the SMEs to identify acceptable source materials (including those sources that are internal to the Division) from which the test items will be developed. We will review previously used bibliographies and recommend changes, if necessary. Due to our nationwide presence, CPS HR staff is very familiar with the vast array of law enforcement reading materials available in the market today and will make every effort to recommend source materials that facilitate the learning of meaningful knowledge and skills by each candidate group. This will, in turn, better prepare candidates for promotion and better differentiate the best-qualified candidates from less-qualified candidates, rather than merely identifying superficial reading materials that lead to an exercise in the memorization of trivial facts and figures.

#### Develop and Provide Custom Written Examinations

Test items can be developed by CPS HR's pool of trained item writers and identified as to source, edition, and page in accord with the applicable examination reading list. In order to ensure the integrity and security of each examination process, CPS HR will develop a larger pool of items than necessary for review by SMEs. If the County/Division agrees, the SMEs (under a confidentiality agreement) will then review the entire group of test items, eliminating those that are not relevant and editing others as necessary. Following review of the test items, CPS HR will choose those items to be included in the final version of each examination, thus limiting the exposure of test materials to members of the SME committee and protecting against the possibility of a security breach. We have utilized this methodology with other organizations for both written multiple-choice and practical examinations and have found it to be both highly successful and well-accepted in the testing community.

As an alternative, the Division can participate in the item-writing process. SMEs will be responsible for developing examination items that meet CPS HR standards, and CPS HR will edit the items at a minimal level (e.g., spelling, punctuation, etc.), upload the items into our item bank software, and ensure inclusion of the items within the final examinations.

Once the final version of each written examination is developed and no later than one week prior to the administration of the application examination, CPS HR will deliver to the County a sufficient number of individually numbered examination booklets for the candidates, along with a scoring key. CPS HR has extensive experience in the administration of written tests and will provide all materials necessary for the administration of the examination, including proctor's instructions, in order to maintain the security and integrity of each testing process. Furthermore, as previously mentioned, CPS HR will ensure that all examination booklets are shrink-wrapped, inventoried, and sealed within a package to maintain confidentiality. During the administration by the County, a CPS HR consultant can be on-call to answer any questions or concerns that may arise.

## Assist with Appeals

CPS HR will provide defense of examination items throughout the Division's required appeals process. CPS HR staff and SMEs will review all applicable item appeals and provide an initial decision as to each outcome on a case-by-case basis. CPS HR will also evaluate the item and test statistics (i.e., reliability estimates, standard error of measurement, mean, standard deviation, etc.). Additionally, item difficulty statistics and discrimination indices will be used to identify questionable items and to evaluate internal consistency reliability. CPS HR will then review all appeals from candidates regarding the applicable testing process against the resulting test statistics. Based on the outcome of the appeals process and item statistics evaluation process, CPS HR will either rekey (i.e., allow for more than one correct answer) or eliminate (i.e., give all candidates one point) items as needed. CPS HR will provide the County with briefing materials that include copies of all appealed questions and the outcome and rationale of each.

## Pricing

### Custom Examination Consisting of CPS HR Items Only

**Sergeant: \$3,560.60 (based on a 24% discount)**  
**Lieutenant: \$3,423.80 (based on a 24% discount)**

#### Assumptions:

- Shipping and handling will be billed at cost in addition to the above fees.
- Scoring can be conducted at no additional cost.
- Item analyses can be done at no additional cost (assuming the data can be electronically transmitted from the County to CPS HR in a text file).
- Price includes research of all appeals.

### Examination Consisting of 50% Division-Developed Items and 50% of CPS HR-Developed/Item Bank Items

**Sergeant: \$3,110.00**  
**Lieutenant: \$3,280.00**

#### Assumptions:

- Shipping and handling will be billed at cost in addition to the above fees.
- Scoring can be conducted at no additional cost.
- Item analyses can be done at no additional cost (assuming the data can be electronically transmitted from the County to CPS HR in a text file).
- Price includes research of all appeals (assuming the Division provides sourced items).
- Price includes minor review and editing of Division SME-developed items.
- Price does not include item writing training, which we recommend for Division SME item development.

**Examination Consisting of 100% Division-Developed Custom Items and CPS HR Provision of Item Bank Items**

**Sergeant: \$2,335.00**

**Lieutenant: \$2,155.00**

**Assumptions:**

- Shipping and handling will be billed at cost in addition to the above fees.
- Scoring can be conducted at no additional cost.
- Item analyses can be done at no additional cost (assuming the data can be electronically transmitted from the County to CPS HR in a text file).
- Price includes research of all appeals (assuming the Division provides sourced items).
- Price includes minor review and editing of Division SME-developed items.
- Price does not include item writing training, which we recommend for Division SME item development.